

A photograph of a forest path with a wooden railing, surrounded by lush green ferns and trees. The path is made of dirt and leads into a dense forest. The railing is made of weathered wood and is covered in moss. The forest floor is covered in brown pine needles and green ferns. The trees are tall and thin, with sunlight filtering through the canopy.

Environmental Forum of Marin

2011-2012 Annual Report

*The Environmental Forum of Marin transforms people's lives
by connecting them to the natural world so that they become
lifelong advocates for the environment.*



Environmental Forum of Marin is dedicated to the protection and enhancement of the environment by educating its members and the Marin citizenry about environmental issues. In furtherance of this purpose, the goal of Environmental Forum of Marin is to conduct programs on environmental issues, provide continuing education for its members and the public, and influence decision-making.

Founded 1972

Environmental Forum of Marin
A California, 501c3, nonprofit organization
94-2644185

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Cover photo courtesy of Vicki Rupp

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Message from the President

This has been a very successful year for the Environmental Forum of Marin in which we have made significant progress in our key areas of focus:



Photo © Robert Houser

- the quality of the programs and the participants in them,
- increasing the awareness of Environmental Forum in the community, and
- increasing member retention and participation in the Forum itself.

We are convinced these are the cornerstones of a vibrant and healthy Environmental Forum. Over all, we made good progress.

Programs

The quality of both the Master Class and Seminar Series is exceptional as demonstrated by feedback scores averaging consistently in the high 4's on a scale of one to five. Students taking similar programs for graduate credit find the Master Class to be far superior.

To ensure quality participants, we employed a targeted recruitment strategy for Master Class 39 where we actively sought individuals who are actively engaged in environmental work in the county. We awarded two Joseph Kohn scholarships, which are designated for proven environmental leaders, and recruited two high profile participants. The rest of the class also had higher than expected *bona fides* as active environmentalists and active community leaders. Both as individuals and a cohort, MC39 has proven itself to be a stellar class. As a result of our focused recruitment effort, we are already pursuing "seeded" candidates for Master Class 40.

We also hit our stride on class projects by

- extending the class three months solely for the purpose of students developing, and in some cases completing, their projects, and
- linking student projects and advocacy speeches as the stewardship portion of the program with Kraemer Winslow providing the curriculum

Interestingly we found the students did not need the resource intensive sponsored projects we offered. The 24 graduates of MC39 developed and completed 14 very impressive projects.

We have revised the Seminar Series to complement the Human Impact portion of the Master Class design and grouped the 11 classes into four modules. The resulting sessions were absolutely outstanding, as members, who took advantage of these continuing education opportunities, discovered. Sadly, we did not have the attendance level we anticipated. We will rethink the Seminar Series next year to determine ways to increase participation by elected officials, planners and their staffs and the general public—those who don't currently show up at environmental events.

Communications

For the first time in several years we have had a robust communications program, which appears to have increased awareness of the Forum and its offerings both with the general public and lapsed members. Our website was dramatically upgraded - much to the appreciation of members. Our new website is linked to our member database, which allows us to do things we were unable to do before, such as on-line registration and credit card payment. In addition, we sponsored or co-sponsored more events than in the past - though we were invited to do more than we had the resources to do.

A major aspect of a coordinated communications program was taking stock of our "collateral" - and discovering the Forum does not have a clear, integrated brand image. As a result, we engaged a branding consultant who facilitated the creation of a new logo and other collateral that we will unveil at the May 17 Annual Meeting. Also, folks who attend EFM's 40th Anniversary event on June 17 will get to see the new brand and logo material.

We will build on this solid communications foundation going forward. We are adding social networking as a communication mode. MC39 has its own Facebook page, which is very effective in keeping them connected with each other and their project efforts. Our new Social Networking Coordinator will build on this experience to offer Forum-based social networking to all members. We also plan to dramatically increase events - both to celebrate the Forum's 40th anniversary and to offer members and the general public more continuing education.

Retention

Membership continues to hover at about 250, representing less than half of approximately 600 graduates for whom we have contact information. Through free or reduced rate options for the Seminar Series as well as public events we are offering the quality continuing education members desire, and many current members take advantage of these opportunities. To no one's surprise our social events are always well attended.

We believe the social networking opportunities will also be attractive to existing members as will the volunteer opportunities we plan to develop. However, we have not yet identified a value proposition which is attractive to those who have let their membership lapse. As a result we will redouble our efforts to meet the expectations of active members and to attract program participants who are likely to stay involved after their graduation.

These impressive accomplishments are the achievements of a very productive and dedicated board working effectively together throughout the year. I want to personally thank each of them!

Looking Forward

We are entering a transition year. Several graduates of MC39 are joining the Board of Directors, which has been expanded from 10 to 12 members. We also plan to expand the base of support through developing volunteer opportunities, especially in the area of providing more sponsored events. To facilitate this transition, we will survey all members about their interests. The board will use the survey results to develop an integrated operating plan in June. This will provide a framework for building on the very solid foundation developed this year. We expect an exciting year - full of growth!

Vicki Rupp (33)
President

2012 Annual Meeting Agenda

**7:00 -9:00 PM
Thursday May 17, 2012**

***Tamalpais Conference Room
San Rafael Corporate Center
750 Lindero St., San Rafael***

7:00 Doors Open, time to meet and enjoy light refreshments

7:30 2012 Business Meeting—Call to Order

- Acknowledgements Vicki Rupp
- Report on the State of Environmental Forum of Marin Vicki Rupp
- Adoption of the 2012-2013 Budget Vicki Rupp
- Nominating Committee Report Steve Katz
- Election of 2012-2013 Officers, Directors & Nominating Committee Vicki Rupp
- Recognition of Outgoing Directors Vicki Rupp

8:15 Adjourn Business Meeting

- Logo Design Project Vicki Rupp,

8:45 End of Meeting

2011-2012 Directors and Standing Committee Members

OFFICERS

Vicki Rupp (33)	President
Bruce Richard (35, 3A)	Vice President
Heather Furmidge (34)	Treasurer (May 2011-March 2012)
Alicia Yballa (39)	Treasurer (by appointment, effective March 2012)
Kim Rago (38)	Secretary

DIRECTORS

Nancy Bell (37,5A)	Program Director, Master Class 39
Katy Hallal (37)	Program Director, Seminar Series 8A
Jan Alff Wiegel (37)	Communications Director (May 2011 - March 2012)
Susan Rusche (24)	Membership Director
Gina Marr (7A)	Recruitment Director (May 2011-January 2012)
Kathy Taylor (39)	Recruitment Director (by appointment, effective April 2012)
Gayle Marsh (39,6A)	Web Director (by appointment effective March 2012)
Kathy Cuneo (O, HL, 7A)	Board Member at Large

NOMINATING COMMITTEE

Steve Katz (35)	Chair
Nancy Bell (37,5A)	
Deborah Coburn (21, 7A)	
Anne Moore (35)	

Treasurer's Report

Environmental Forum of Marin Profit and Loss Budget Overview June 2012-May 2013

	Jun '12 ...
Ordinary Income/Expense	
Income	
OPERATING INCOME	
Donations and Gifts	4,000.00
Interest Income	50.00
Membership Dues	8,750.00
Membership Events	
40th Anniv Audobon Canyon Ranch	3,500.00
40th Anniv Farm to Table	2,000.00
Annual Mtng May 2013	2,000.00
Total Membership Events	7,500.00
Total OPERATING INCOME	20,300.00
PROGRAM INCOME	
Seminar Series Tuition	3,300.00
Master Class Tuition	13,625.00
Total PROGRAM INCOME	16,925.00
Total Income	37,225.00
Expense	
OPERATING EXPENSES	
Communications & Promotions	
Communications to Members	
Electronic newsletters	660.00
Membership Renewal	750.00
Total Communications to Members	1,410.00
Public Comm, Outreach & Mktg	
Branding and promo materials	750.00
Events	3,000.00
Total Public Comm, Outreach & M...	3,750.00
Total Communications & Promotions	5,160.00
Internal Expenses	
Board Development	1,200.00
Volunteer Training and Support	1,200.00
Membership Events	
40th Anniv Audobon Canyon Ran...	2,500.00
40th Anniv Farm to Table	2,000.00
Annual Mtng May 2013	2,000.00
Holiday Party Dec 2012	650.00
Total Membership Events	7,150.00
Total Internal Expenses	9,550.00
Overhead expenses	

**Environmental Forum of Marin
Profit and Loss Budget Overview
June 2012-May 2013**

	<u>Jun '12 ...</u>
Admin support	1,200.00
Consulting	1,200.00
Insurance	1,566.00
Membership Database & Website	
Memberclicks Hosting	2,700.00
Memberclicks transaction fees	780.00
Paypal transaction fees	660.00
Total Membership Database & We...	<u>4,140.00</u>
Office Supplies & Stationery	550.00
On-line survey tool	180.00
P.O. Box Rental	120.00
Postage	90.00
Small Equip/Computers	1,600.00
Software	300.00
Special Recognitions	250.00
Storage	960.00
Taxes	40.00
Total Overhead expenses	<u>12,196.00</u>
Total OPERATING EXPENSES	26,906.00
PROGRAM EXPENSES	
Seminar Series	
Facilities	1,170.00
Honoraria	250.00
Materials	100.00
Publicity & Recruiting	600.00
Total Seminar Series	<u>2,120.00</u>
Master Class	
Facilities	2,995.00
Graduation	500.00
Honoraria	250.00
Materials & supplies	100.00
Publicity & Recruiting	750.00
Student materials	1,397.00
Transportation	2,200.00
Total Master Class	<u>8,192.00</u>
Total PROGRAM EXPENSES	<u>10,312.00</u>
Total Expense	<u>37,218.00</u>
Net Ordinary Income	<u>7.00</u>
Net Income	<u><u>7.00</u></u>

Environmental Forum of Marin
Balance Sheet
March 2012

	<u>Mar 31, '12</u>
ASSETS	
Current Assets	
Checking/Savings	
1445 BoM Checking	25,196.62
5616 BoM Savings	24,912.85
5236 BoM Educational Savi...	9,664.42
Joe Kohn Scholarship	8,500.00
Total Checking/Savings	<u>68,273.89</u>
Total Current Assets	<u>68,273.89</u>
TOTAL ASSETS	<u><u>68,273.89</u></u>
LIABILITIES & EQUITY	
Equity	
Retained Earnings	68,441.26
Net Income	-167.37
Total Equity	<u>68,273.89</u>
TOTAL LIABILITIES & EQUITY	<u><u>68,273.89</u></u>

2012-2013 Slate of Officers, Directors, and Committees

The Nominating Committee respectfully submits the following members as nominees for the slate of Officers, Directors and Select Committees for the Environmental Forum of Marin for a term of service starting June, 2012, through May, 2013:

OFFICERS

Vicki Rupp <small>(33)</small>	President
Nancy Bell <small>(37,5A)</small>	Vice President
Alicia Yballa <small>(39)</small>	Treasurer
Kim Rago <small>(38)</small>	Secretary

DIRECTORS

Heather Furmidge <small>(34)</small>	Program Director, Master Class 40
Katy Hallal <small>(37)</small>	Program Director, Seminar Series 9A
Sarah Kelley <small>(39)</small>	Communications Director
Peter Clare <small>(39)</small>	Membership Director
Kathy Taylor <small>(39)</small>	Recruitment Director
Gayle Marsh <small>(39,6A)</small>	Web Director
Tamela Fish <small>(39)</small>	Social Networking Director
Bonnie Herzog <small>(39,7A)</small>	Volunteer Director
TBD	Events Director

NOMINATING COMMITTEE

Susan Rusche <small>(24)</small>	Chairperson
Heather Furmidge <small>(34)</small>	
Steve Katz <small>(34)</small>	
Sue Spofford <small>(32)</small>	

Environmental Forum Master Class 39

Program Director, Nancy Bell (37,5A)
Assistant Director, Heather Furmidge (34)

The Astounding Graduates of Master Class 39 and their Projects

Cynthia Abbott	Plastics 360 Conference
Bob Brown	Model Parking Lot Landscape Ordinance for San Rafael
Bob Bundy	Greening the Corte Madera Recreation Center
Peter Clare	Electrifying Destinations in Marin
Tamela Fish	Bringing Social Networking to the Environmental Forum
Louise Gilbert	40th Anniversary Planning Team
Diane Griffeath	G.I.V.E. (Growing Intergenerational Volunteers for the Environment)
Susan Harris	40th Anniversary Planning Team
Bonnie Herzog	Alternatives to Plastic Addiction
Sarah Kelley	Plastics 360 Conference
Sita Khufu	Resilient Neighborhoods
Sue Mace	40th Anniversary Planning Team
Gayle Marsh	G.I.V.E. (Growing Intergenerational Volunteers for the Environment)
Stuart Moody	Plastics 360 Conference
Stephanie Moulton-Peters	Electrifying Destinations in Marin
Vicki Nichols	Asst. Director, Seminar Series 8A
Diane Nicolson	Plastics 360 Conference
Marilyn Norman	Reduce - Reuse - Repurpose - Refuse Poster
Nancy Otto	Healthy Parks YouTube Campaign
Bernie Stephan	Growing our Future Farmers
Iris Stevens	Growing our Future Farmers
Kathy Taylor	Kids Cooking Movement
Barbara Wilson	Richardson Bay Watershed Coalition
Alicia Yballa	Model Parking Lot Landscape Ordinance for San Rafael

MC39 Students Who Will Matriculate With Master Class 40

Mary Morgan
Christine Schantz
Juan Carlos Solis

Master Class 39 Scholarship Recipients**Second Annual Joseph Kohn Memorial Scholarship**

Joseph Kohn⁽³⁴⁾, a self-described "flaming environmentalist", was an active member and tireless supporter of *Environmental Forum of Marin* and the California Native Plant Society. Before he passed away in January, 2010, he guided *Environmental Forum* students on walking explorations of natural habitats, native plants, and waterways. Always a compassionate advocate on the subject of correcting eco-system damage wrought by human inattention and behavior, Joe's dedication to all environmental concerns inspired dozens of *Environmental Forum* students. He attributed his public speaking skills to his advocacy training as a member of *Master Class 34*. An annual memorial scholarship was created to honor this beloved member with funds he bequeathed to the organization so that other "flaming environmentalists" could follow in his stead.

The scholarship covers full *Master Class* tuition for a student who has demonstrated leadership qualities in protecting the lands and ecology of Marin County. Recipients are selected on the basis of their demonstrated commitment to the environment and sustainability, their past experience serving as a role model for other environmental advocates, their collaborative skills, and past accomplishments.

2011 Joseph Kohn Scholarship Recipients:

STUART MOODY, President of Green Sangha, a spiritually-based environmental action group. He received a B.S. in Conservation of Natural Resources at U.C. Berkeley, and an M.A. in counseling psychology at the University of San Francisco. In 2005, he initiated the Rethinking Plastics campaign of Green Sangha. He has served on the Education team of San Rafael Clean, the Zero Waste Citizens' Advisory Committee for Marin, and the planning committee for the Marin County Fair. He is Green Schoolyard Coordinator at Davidson Middle School in San Rafael.

Stuart has taught yoga for over 30 years, including directing the Transcendental Meditation program at San Quentin in the 1980's. He teaches movement and dance in schools and community venues. As a somatic educator, he leads professional development workshops through local teacher colleges and Young Imaginations, a multicultural arts education agency based in San Rafael.



JUAN CARLOS SOLIS has worked as a naturalist and interpretive program manager for 17 years in California. He's a former naturalist for the East Bay Regional Park District and a senior program manager for the California Academy of Sciences, and Coyote Point Museum. He has lectured and led environmental education workshops and natural history expeditions to Canada, Mexico, South and Central America, Canada, Australia, and Antarctica.

Currently, Juan Carlos is Director of Education for WildCare, a Senior Naturalist for Oceanic Society Expeditions, and a Field Associate for the Ornithology and Mammalogy Department at the California Academy of Sciences.

The Jerry Friedman Environmental Action Committee Scholarship

Each year, the Environmental Action Committee offers a full scholarship to enable a West Marin resident to attend *Environmental Forum of Marin's Master Class* training program for environmental activists. The scholarship is a tribute to environmentalist and veteran Marin County Planning Commissioner Jerry Friedman.

Prior to his death in 1999, Jerry and others concerned about increasing development pressures on rural West Marin founded the Environmental Action Committee. He served as its first Executive Director in 1971. A long-time resident of Point Reyes Station, Jerry worked alongside the founders of *Environmental Forum of Marin* and the Marin Agricultural Land Trust, laying the foundation for a legacy of local environmental protection, the creation of Point Reyes National Seashore, adoption of A-60 zoning in agricultural areas, and the establishment of the original Marin Countywide Plan. Throughout his life, he was a respected and valued voice of balanced growth, environmental quality, and collaborative City-County decision-making.

2011 Jerry Friedman Environmental Action Scholarship recipient:



BERNIE STEPHAN was born in Germany, raised in Winnipeg, Canada, earned a BS in Mathematics from UC Irvine and an MBA from Golden Gate University. Married to Jerilyn for 41 years, they raised their two children in San Geronimo, where Bernie coached youth soccer, co-founded the Montessori program and was twice elected to the Lagunitas School Board.

After a 21 year IT career at Pac Bell, Bernie worked as a QA consultant, real estate appraiser and broker. He started and managed the RE/MAX brokerages in Petaluma and Novato and now operates Eco Realty from his home office in Inverness. As a community activist, he helped create Transition West Marin, the Marin Council of MoveOn and The Marin Grange. He serves as VP of Sustainable Marin, chairs its Water Committee and co-hosts Post Carbon Radio on KWMR.

Acknowledgments

Class Coordinators and supporters

The Master Class program is supported and made possible by the significant contributions of more than 125 volunteers. Whether brainstorming timely topics or firming up speaker commitments, our founding members, Board members, and graduates worked side-by-side with scientific experts and community leaders to ensure the success of our education programs. Without the generous involvement of these numerous volunteers, who shared their ideas, time, and commitment to sustaining the world in which we live, we could not have produced the Master Class.

We extend deep, and truly heartfelt, appreciation to all of the contributors and supporters listed on the following pages.

Master Class 39 Coordinators

Nancy Bell (37, 5A)	Orientation Day, Agriculture and Mariculture, Coastal Management, Energy and Climate Change, Project Plan Presentations, Graduation
Kathy Cuneo (0, HL, 7A)	Plant Communities, Baylands
Linda Delair (36)	Transportation and Land Use
Nona Dennis (0, HL)	Plant Communities, Baylands, Environmental Stewardship
Phyllis Faber (0, HL)	Agriculture and Mariculture, Coastal Management, Environmental Stewardship
Heather Furmidge (34)	Orientation Day, Wildlife and Oceans, Graduation
Jessica Jones (37)	Waste Reduction and Toxic Pollution
Whitney Merchant (35)	Transportation and Land Use
Anne Moore (35)	Wildlife and Oceans
Paul Moore (35)	Economics of Sustainability
Bet Muth (37)	The CWP and Marin Government
Linda Nave (36)	Geology and Watersheds
Bruce Richard (35, 3A)	The CWP and Marin Government, Economics of Sustainability
Denise Sutherland (37)	Waste Reduction and Toxic Pollution
Melisa Williams (37)	Geology and Watersheds
Kraemer Winslow (30)	Advocacy Speech Training, Advocacy Speech Day, Project Presentation Skills

Other Contributors to the Success Of Master Class 39**Project Process Managers**

Bruce Richard (35, 3A)
Barbara O'Grady (31)

Project Team Mentors

Ellen Obstler (35)
Beth Forsman (5A)
Kim Rago (38)

Video Photography

David Fix (30)

Still Photography

Jocelyn Knight (36)
Bob Spofford (32)
Jan Alff Wiegel (37)

The success of the Master Class is only possible through the active participation of a strong support base. I would like to thank **Heather Furmidge** for her clear vision and invaluable contribution as the Assistant Program Director; **Bruce Richard** and **Barbara O'Grady** for their effectiveness in working with the students one-on-one as mentors in guiding them through the process of defining their projects; **Kraemer Winslow** for offering to expand her role to include project presentation skills; **Kathy Cuneo** for her dedication in creating the Speakers Advisory Network; **Tamela Fish** for her contribution in bringing us into the twenty first century through social networking; the coordinators, without whom the production of weekly classes of this caliber would not be possible. And last, but not least, **Vicki Rupp**, our President, for her trust and support of incorporating new concepts into the creation of Master Class 39.

Seminar Series Class 8A

Program Director, Katy Hallal *(37)*

Assistant Director, Vicki Nichols *(39)*

Seminar Series 8A Coordinators

Module	Team
A Wake Up Call	Module Coordinator: Bruce Richard <i>(35, 3A)</i>
<ul style="list-style-type: none"> • Intro to Sustainability • Energy • Climate Volatility 	Team: Trip Allen <i>(2A)</i> Marie Kerpan <i>(28)</i> Kiki La Porta <i>(32)</i>
Nature's Capital Ecosystem Services	Module Coordinators: Nancy Bell <i>(37, 5A)</i> and Katy Hallal <i>(37)</i>
<ul style="list-style-type: none"> • Air • Food and Soil • Water 	Team: Bob Bundy <i>(39)</i> Peter Clare <i>(39)</i> Kathy Cuneo <i>(0, HL, 7A)</i> Pam Reaves <i>(35)</i> Kraemer Winslow <i>(30)</i>
Trashing the Planet	Module Coordinator: Stuart Moody <i>(39)</i>
<ul style="list-style-type: none"> • Waste • Plastics and Toxics 	Team: Cynthia Abbott <i>(39)</i> Sarah Kelley <i>(39)</i> Diane Nicolson <i>(39)</i>
It's Up to Us!	Module Coordinator: Donna Miller <i>(32)</i>
<ul style="list-style-type: none"> • ABC's of Governance • Land Use • Transportation 	Heather Furmidge <i>(34)</i> Barbara O'Grady <i>(31)</i> Linda Jackson

Thanks to our Donors and Volunteers

Thanks to the following members who made financial donations to Environmental Forum in support of its programs and operations:

Benefactors

Katherine Cuneo
Ellen Obstler
Vicki Rupp
Bob & Sue Spofford

Stewards

Priscilla Bull
Heather Furmidge
Bruce Richard
Jan Alff Wiegel

Supporters

David Bernard
Bob Bundy
Nona Dennis
Dianne Fruin
Pam Lloyd
Diane Lynch
Nancy Mccauley
Loretta Oremland
Yvonne Roberts
Barbara Thornton
Conn & Susan Rusche
Barbara Winter

Other Donors

Ellie Arbit
Anne Baele
Martin Griffin
Maureen Groper
Bettina Hughes
Karen Hyde
Lea Kreutzkamp
Laura Merlo
Barbara O'Grady
Flinn Rauck
Pamela Reeves
Karen Wilson
Hillary Winslow

Additionally, many people contributed valuable volunteer time and partner organizations provided in-kind support for EFM's programs and operations:

Ellen Obstler *(35)*
David Fix *(30)*
Bob Brown *(39)*
Bruce Bell *(7A)*
Stephanie Moulton-Peters *(39)*
Kiki La Porta *(32)*
Joan Gallegher *(6A)*

Marin Sanitary Service
The Post Carbon Institute
Linda Jackson
Audubon Canyon Ranch
Green Sangha
Richardson Bay Audubon Sanctuary

Program Director and Committee Reports

Recruitment

Gina Marr, Recruitment Director

Summary

I worked closely with Joan Gallagher, the previous year's Recruitment Director, to learn and understand what was necessary for this position, before Joan resigned from the Board in June. I took on the Directorship as a volunteer, who also works full-time for a local business, with the understanding that my responsibilities included recruiting students for both the Master Class and Seminar Series programs, maintaining a database of prospective students, as well as facilitating Preview Events to educate the public and recruit students.

With that said, I made the following contributions:

- Worked closely with Master Class 39 Program Directors Nancy Bell and Heather Furmidge in recruiting 33 exceptional candidates for the 2011 program.
- Coordinated and facilitated a successful Master Class Preview Event on August 8, 2011, with almost 50 attendees and several sign-ups at event.
- Worked with Seminar Series 8A Program Director Katy Hallal to recruit candidates for 2012 program.
- Coordinated and facilitated a successful Seminar Series Preview Event on January 12, 2012, with almost 40 attendees.

Progress against plan

- Successfully recruited 33 exceptional students for the 2011-2012 program in part to assistance by Master Class Program Directors. We accomplished this through multiple meetings, conference calls, and a successful Preview Event. Recruitment for Master Class 39 was a success for a variety of reasons, but mostly because the program was already in place and we just needed students.
- Although a lot of time and effort went into Seminar Series 8A recruitment, including another successful Preview Event in January 2012, signups for full program lagged. Recognition should be awarded to Katy Hallal, Nancy Bell, and the rest of the Board for driving participation.

Thoughts for next year

Preview Events were successful for both programs, thanks to full Board support and should be the cornerstone for our recruitment program. We should build on the more coordinated effort that Joan and I did to update recruitment information and databases. Through their great work the fully enlisted the support of the entire board and volunteers.

The improved Seminar Series 8A involved significant changes in design that impacted the required time for creative/marketing work. Additionally, Dominican University did not matriculate a class for their Sustainable Certificate program last Spring which eliminated a pool of several students seeking electives—a solid source of candidates for the Seminar Series in the past. These issues and Winter holiday delays put Recruitment in an uphill effort to find candidates for the Seminar Series. Early and more coordinated recruitment should make this much less of an issue next year.

EFM should look for Ambassadors in different organizations that can “spread the word” and increase our traction in the environmental space in Marin. Once we identify like-minded organizations/institutions we can leverage their interested party databases and mailing lists. The EFM Speaker material needs to be fully developed and disseminated with board members and volunteers who then can go out and engage with folks in these organizations.

Membership Engagement

Susan Rusche, Membership Director

Summary

Retaining the membership from the past year while adding more members who had not renewed from prior years remains the primary ongoing goal. This year the highly anticipated launch of the new website combined with the online availability of the member database to provide members with a complete package with which to be involved with EFM. Also, the new website/database combo has made it possible to promote member events, especially the Seminar Series.

Progress against plan

- The year-end membership drive was started in early November utilizing the new EFM website and database.
- On-line access to the Memberclicks database was provided to members via the renewal letters which included everyone’s login ID and password.
- Two events were promoted as a benefit of membership: a September 22 event with Transition Mill Valley and an October 5 event with Sustainable San Rafael. It was possible to register via the website for the first time for the September 22 event.
- The Seminar Series this spring was promoted via email blasts and via the website to entice members to take advantage of the continuing education benefit of membership by using special pricing.
- Two social events for members only were planned for this year: the well attended Holiday Party and the Annual Meeting.
- In order to foster communication with and among members, a new board function of Social Media was created and staffed. This function will utilize social media and the networking capabilities of the website/database.

- In order to create and promote a memorable event around the 40th Anniversary of the Forum, several members of Class 39 have made it their class project to put on the event - to be held June 16 at Audubon Canyon Ranch.

A lot of progress has been made this past year around membership, and while it still seems like a struggle each year to get members to renew in a timely fashion, the capabilities of the new website/database are making it easier. Many graduates have renewed who were not members last year because they like what the Forum is doing now and want to honor the 40 year history of the organization.

Thoughts for next year

It takes a lot of administrative time and technical support to maintain the database and website, so I hope that more members will utilize the website and online directory in order to stay involved and updated on all that is happening with the Forum. We now have a great system so let's use it to stay connected.

Seminar Series 8A

Director: Katy Hallal

Summary

This year's primary goals for Seminar Series 8A were:

- Serve as continuing education for members and provide community education for the general public.
- Align session subjects with Master Class 39, expanding coverage and offering up-to-date and in-depth information on current topics of interest.
- Increase membership through graduation of students.

The 11-class Seminar Series ran from January 28 to May 5, incorporating a new structure of clustering topics in thematically-linked 'modules' of two or three classes. This format encouraged students interested in a topic to enroll in more than a single session and allowed for two- or three-week breaks between modules, making for a less compressed schedule. New topics included "Air," "Food and Soil," and "ABC's of Governance."

The Seminar Series utilized the expanded capabilities of the Environmental Forum website for both online registration and to provide detailed information for the sessions.

The success of the Series was the result of the dedicated, generous and enthusiastic contributions of many people, including Assistant Director Vicki Nichols, Master Class 39 Director and Module Coordinator Nancy Bell, Module Coordinators Bruce Richard, Stuart Moody, Heather Furnidge and Donna Miller, special advisor Bob Brown, Communications Director Jan Alff Wiegel, Web Media

Director Gayle Marsh, Membership Director Susan Rusche, Recruitment Director Gina Marr and President Vicki Rupp.

Progress Against Plan

Final numbers have not been compiled, but the targeted attendance for members (35-40) and general public (20-25) has been exceeded. The goal for graduates (12-15) was not met, nor was the projected income.

Thoughts For Next Year

The content of the classes consistently exceeded our goals. Where we look to improve is in the outreach to potential students. It will be important to work closely with Recruitment and Communications to develop and implement an effective marketing campaign. Pricing for the Series should be re-evaluated. Members' input as to their continuing education needs will be helpful in structuring next year's Series.

Advisory Panel

Katherine Cuneo, Director at Large

Summary

The project was proposed to create a panel of Advisors who would consult with EFM Coordinators on matters of content for their program days.

A list of potential advisors was created with expertise in the following fields: General Advisors, Ecology, Botany, Wildlife Biology, Geology, Water & watersheds, Oceans & Bays, Climate & Climate Disruption, Agriculture, Carbon Sequestration in Soil, Mariculture, Coastal Issues, Economics, Energy, Transportation, Land Use, Marin County Planning, Environmental Ethics, Biomimicry, Solid Waste & Recycling, Sustainable Systems, Toxics, Water & Air Quality, Plastics, Advocacy, and Adult Education.

Email correspondence was sent to those on the list with an attached personal letter inviting those addressed to be an advisor to coordinators planning days for the Master Class of Environmental Forum of Marin.

Progress against plan

- Fifty-nine email invitations and four written letters were sent to potential advisors (some for more than one category). The invitations had attached the brief history and timeline of EFM.
- Forty people have given a positive reply. One said "not interested" and one could not because of being in a policy-making position for the state. Because of dual areas of expertise there were 54 positives altogether.

Thoughts for next year

Next year I would like to see the advisors used to plan the Master Class days in the following ways:

- Program Directors consult with the Board Member who takes responsibility for the Advisory Panel in enough time for the advisors to actually be consulted and respond.
- Advisory Panel Handler report on the efficacy of the process—does it work and how can it be improved?

Master Class 39

Program Director, Nancy Bell

SUMMARY

The core planning criteria for Master Class 39 was to create a cohesive learning experience for the students by offering quality and consistency throughout the program.

General Accomplishments:

This effort started with communications. A renewed emphasis was placed on the interaction between the director and the coordinators, creating a matrix of coordinators and encouraging cross-communication between coordinators of complementary topic sessions; a relation-based approach to working with speakers in a collaborative effort to create a smooth flowing story throughout the day and week-to-week; the creation of a special webpage as a home base for students to pick up weekly class materials and readings which were also archived for retrieval at any time by the students; the offering of audio recordings for each class.

Special attention was also paid to the makeup of the class itself through the deliberate identification of specific individuals (“seeded candidates) within the environmental and political communities who would bring their own special talents and know-how to the class, thus creating a “teachers-are-students; students-are-teachers” dynamic.

The focus of projects turned to the *experience* of the students that they might learn: how to present their ideas clearly; how to navigate through the complexity of what it takes to create change; the benefits of working with others. Much of this was accomplished through the integration of learnings for both advocacy speeches and project presentations.

PROGRESS AGAINST PLAN

- **Provide quality speakers, quality topics and recruit strong leadership candidates in order to maximize opportunity for long term impact.**
The weekly evaluations were redesigned this year to provide separate feedback for the content and the speaker.

- **Ground students in the natural world of Marin County.** *Six field trips were included in the schedule, taking the students out into the Natural World of Marin County.*
- **Deepen individual awareness of the role of human impact on the world we live in.** *The world we live in today is strongly impacted by discussion and issues centered on climate change and energy. These two topics became a common theme throughout the human impact portion of the course.*
- **Teach students the need for active stewardship and advocacy.** *The guidelines taught regarding “how” to present a point of view to local governments was expanded to include projects, where the “what” and “why” became cornerstones of consideration.*
- **Create a sense of community among the students to deepen their learning experience, nurture engagement after graduation, and keep them involved with the Forum.** *Early on the “39ers” created their own Facebook page, which remains active to this day. Six class members were named to serve on the 2012-2013 Board of Directors and nine others have taken on support roles to the Forum and to the Board.*
- **Direct Master Class graduates to the Seminar Series as continuing education.** *No less than ten of the Master Class 39 graduates have continued to attend Seminar Series 8A sessions this winter.*
- **Admit a maximum of 35 students and successfully graduate a minimum of 25 effective environmental advocates in Class 39.** *32 students were admitted into Master Class 39; 24 graduated. Three additional students who signed on with class 39 will complete the course and graduate with Master Class 40.*
- **Identify and create partnerships with three or more outside parties as sponsors for projects.** *Partnerships for three sponsored projects were presented to the class. Three students are involved in one of the three, centered around the 40th Anniversary Celebration*

ADDITIONAL WORK DONE IN THE DIRECTOR’S AREA OF RESPONSIBILITY

The attainment of an increased level of quality and consistency throughout the 17 weeks required:

- A higher level of collaborative planning between the coordinators and the Director to ensure topic objectives were met and a cohesive “story” was presented throughout the day.
- A stronger presence week-to-week interacting with the class as an “emcee” to provide a more consistent experience for the students.

THOUGHTS FOR NEXT YEAR

1. Increase the opportunity for discussion and/or interactive exercises on a weekly basis by limiting the number of speakers to three per week and encouraging more discussion panels.
2. Consider taking a “field trip” to a Board of Supervisors meeting (they meet on Tuesdays) to provide a collective experience upon which to draw discussion about local the political process.
3. Continue to develop the project process, including how to present the students with project ideas that are meaningful and impactful to the needs of the county. Discontinue the offering of sponsored projects.
4. Expand the use of the website as a communication tool for the coordinators.

Suggestions For Members Support

The Master Class needs volunteer assistance from the members in two areas. Please contact Heather Furmidge, Master Class 40 Director, if you are interested in participating in either of these two areas:

Coordinators: Support and guidance are the key elements the director focuses on when working with the coordinators. ALL classes have TWO coordinators....no one works alone. The real expertise we are looking for in coordinators is not so much topic savvy as the ability to organize, communicate and be an enthusiastic team player.

Administrative Help: If you have computer expertise (Word, Excel, comfortable with the Internet), have strong organizational skills, and would like to help out a few hours a week, you can be on the “behind the scenes” support team. (Attendance at every class is NOT required.)